

*On Time,*

*Under Budget,*

*Within Scope:*

*Accountability Through Project Management*

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# What is a Project?

- Project management is the process of planning, organizing, and controlling project tasks and resources in order to accomplish the project goal and meet or exceed stakeholder expectations.
- Projects have a deadline, a deliverable and pre-defined budget.

# How is Your Highest Priority Project Going?

Common responses to this question are:

- Just fine.
- We got off to a slow start, but we are on track now.
- I think we will finish on time.
- We should finish ahead of schedule.
- Terrific!
- A disaster, things are falling apart.

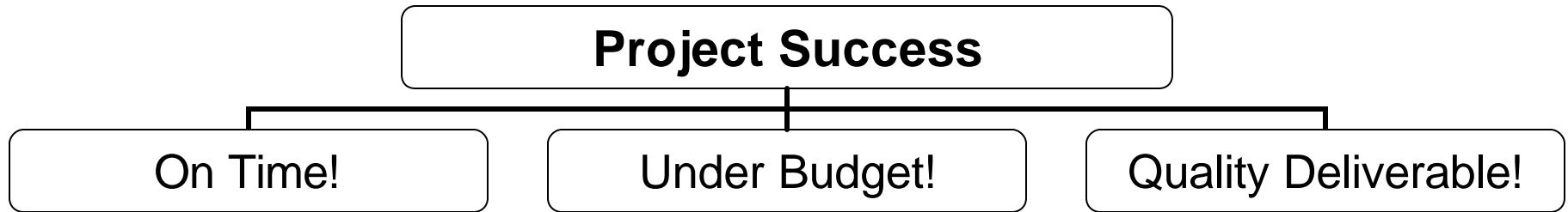
How is your highest priority project going?

- We have used 20% of our budget but completed 35% of the work.
- We have used 800 person hours and have 1,300 hours left in the budget.
- Our estimated cost of completion is \$500,000.
- Our estimated completion date is December 30, 2005.
- We have 65 out of 175 tasks completed.

# Parts of a Project Plan

Task Name	Task Description	Task Duration	Resources Assigned
Develop Database	Develop customer database using MS Access that contains customer contact information.	120 Hrs	Jane Doe John Moore
Test Database	Enter dummy data from field offices, print reports and test for accuracy.	40 Hrs.	Jane Doe Nancy Reed
Train Users	Develop training manual, schedule, advertise and deliver user training on new database.	35 Hrs.	Heather Brown
Implement Database	Load new software, remotely on field workstations and begin use.	20 Hrs.	Jason Breem

# Project Success: Monitor the Triple Constraint



# Threats to Project Success

- Poor project planning/no planning
- Under funding
- Lack of necessary resources
- Poor project monitoring and tracking
- Lack of leadership support
- Poor communication skills
- No project baseline

# Maintaining Accountability Through Competency Management & Effective Delegation Techniques

- Know the work you are assigning.
- Know the competencies of the staff on your team.
- Know what motivates the staff on your team.
- Delegate work to the person best qualified and best motivated to get it done.
- It is difficult to hold people accountable for tasks they are unable to complete due to lack of competency or lack of understanding.



# Maintaining Accountability Through Clear Project Definition

- Formulate, document and communicate the objectives of key projects.
- Define what outcomes would be considered successful.
- Ensure that all team members have a clear vision of what the project deliverable will be.

# Maintaining Accountability Through Strong Communication Skills

- Develop a communication plan
- Establish a system of communication through regular meetings (don't neglect this when close to deadlines) and periodic progress reports
- Encourage open communication where challenges and mistakes are treated as a part of business.
- Don't add human resources to a dysfunctional project team—fix the dysfunction.

# Maintaining Accountability Through Critical Path Management

- Identify the critical path in your high priority projects.
- Ensure that this path is consistently monitored and make every effort to minimize or eliminate delays.
- Project Managers should refrain from scheduling themselves on the critical path.

# The Manager of the Future:

- Will be accountable by establishing and tracking key metrics like duration, cost, and quality.
- Will consistently work to develop their employees so that they will be competent to achieve objectives.
- Will measure project success by comparing current metrics against their baseline plan.